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BUSINESS

'Shakedown' at Target goes smooth

By Kathy Thomas

It was to have been a quiet opening, that unadvertised period before the grand opening when all the kinks are worked out.

But it was far from quiet. By the middle of the second day, the parking lot was full and the new Englewood Target Store on South Broadway was bustling with shoppers who seemed to have waited a half a lifetime to get through the front door.

Tom Magill, store manager, called it a "shakedown" — a chance for store officials to find out if all the lights worked, all the displays functioned and all the cashiers knew which button to push when.

By whatever name, it all hung together in a delicate balance. Magill, despite the fact he has opened two other Target Stores, had a mild case of opening day jitters. His nightmare was that he would walk in opening day and find that none of the employees had showed.

It was a nightmare that didn't come true. Except for a last minute adjustment to the TV antenna and one malfunctioning cash register, the opening of the newest addition to the Target chain was smooth as ice cream.

But that was deceptive. Behind all the neatly stocked shelves and sparkling display cases were two years of work and planning. Nothing about opening a Target Store is

haphazard. Everything is by design.

It began more than two years ago in Minneapolis, headquarters for the Dayton-Hudson Corp. that operates the D39 stores in the Target chain. Before a brick was laid or a shelf installed, there were demographic studies to be done, real estate transactions to be completed, government approvals to be won, designs to be formulated and trends to be studied.

THE MERE FACT that Target came to Englewood and not somewhere else was because detailed planning analyses indicated a Target Store would prosper in Englewood — even with a K-Mart across the street.

The fact that the health and beauty aids were placed at the front of the store is not because they were the first items to come out of the boxes but because a design committee determined that shoppers prefer to have the convenience items convenient and that means at the front.

It is only after such details have been carefully plotted and analyzed that the nuts and bolts work of putting a Target Store into business is begun. The actual remodeling of the store didn't begin until last spring.

Those who remember it as the old GEM Store will hardly recognize it. The entrance was moved from one side of the building to

another, and approximately three-fourths of the structure was demolished. The interior was gutted, new walls were built and a new ceiling was installed.

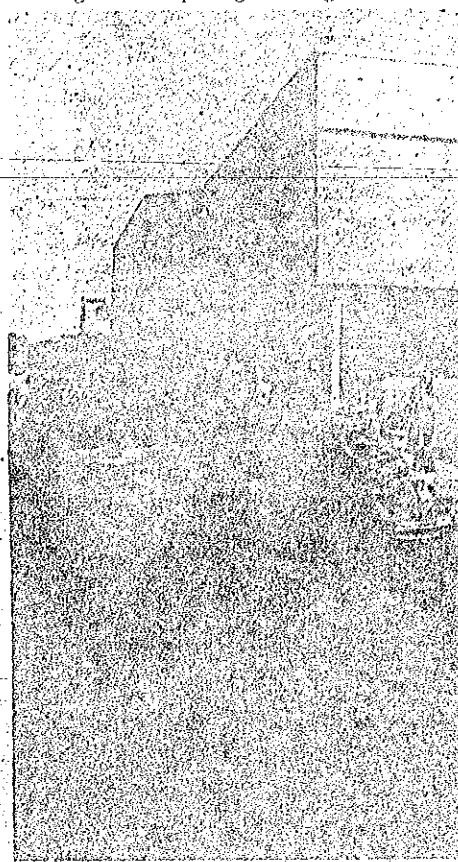
It was only after the remodeling was well under way that a management team, including Magill, was hired. Magill's job, in addition to seeing to it that everything had a place and that there is a place for everybody, was to make sure that certain tasks were completed by certain dates.

THE FIRST DEADLINE came in mid-September when for three days the store conducted what it calls a "mass hire," advertising job openings for the scores of cashiers, receiving and control personnel and maintenance and security people needed to keep a large store running smoothly.

It was no problem attracting applicants. More than 1,000 people were interviewed over a six-day period to fill 200 job positions. The requirements were both simple and not so simple.

What Target looks for, Magill said, is not a person with a high school diploma or extensive prior experience but a person with a genuine interest in a retail career who can represent the store in a positive way.

Once the chosen few were hired, a series of orientation sessions were begun. On Thurs-



The newest Target store is open for business on the site of the former GEM discount store.

Photo by Dave Johnson

DOUGLAS PACIFIC

Target goes smooth as silk

Bob and Sally Magill operated the store until they sold the business to a division of the May Department Stores firm, which also owns Virginia's first Target Village and Superstore.

Brussels sprouts, green beans about the Bush.

FUNERAL

After 41 years in furniture Magill died in his stock and cleaning business.

Owner Harry Goldberg, a fourth-generation Goldberg, knew furniture business that dated back to the store his father founded makes it difficult for him to survive.

"We fought against all business to try to attract our customers. But to an old boy raised our rents," said Gold-

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were taught to operate cash registers and sales people were briefed in the rudiments of their departments. In specialized areas, like cameras, manufacturers' representatives were brought in to acquaint employees with the equipment.

MAINTENANCE crews received special instructions. There is no small task. Floors must be swept every hour and cleaned every night. Windows are washed every day, sometimes four or five times a day. Restrooms are cleaned every two hours. Touch up painting is a continuing task.

With the employees on board, the next step was to unpack the 60,000 cartons of goods that began arriving by the truckload from every part of the country. It took 24 days and 200 people to unload, check, price, and shelf the 70,000 different items carried by a Target Store. The work did not end there.

For three days before the store opened, Magill walked the aisles with the diligence of a private eye, looking for any small problem that might have been missed, a smudged price tag, a broken light, a table that was too high for an employee to work at comfortably.

A gap on a shelf meant that an item Target is supposed to carry had not arrived and would have to be checked on before the grand opening. Magill estimates the store was 98 percent stocked by opening day. The goal was to have the store 100 percent stocked by the grand opening.

BY THE TIME opening day arrived, Magill was on intimate terms with the store he inherited. He knew where every item could be found. He greeted most employees by name. He could, without a maze of clothing racks, find the shortest path to the nearest telephone.

But knowing the store like his own house has its drawbacks. It is hard for him to see the store as the customer sees it. For that, he recruits his wife, who shops on opening day, then sits down with him that evening and tells him what she thinks.

This time, she thinks it's good. The only thing that threw her is the layout. The Englewood Target, along with five others opening at the same time, is a new prototype. It is different than the Target Stores that have opened before it.

Although Target's familiar red and white colors still are dominate, the clothing racks, accessories and cosmetics have been moved to new and, it is hoped, more strategic locations and the home furnishings department is displayed in a style that is more graphic than the old. The towels, for instance, are spread open above the shelves, giving customers a better chance to view and touch.

OTHER DIFFERENCES, like the lower ceilings and thicker support posts are due to the peculiarities of the building. Target is leasing, not to the new styling.

Majestic

The newest Majestic branch office, at 38 N. Main block east of Cinderella City business.

Leslie Stettner is the to Cinderella City branch, with years of banking experience served as manager of the department and worked with department of United Bank of

Stettner's affiliation with in 1973, when she served as an

Benefit drive

The Leavenworth Society aluminum cans for the Leukemia City's new tires, radiothon on KOA.

Families should take advantage recycling center, including Soddy Springs, Chenoa, and made out to Leukemia City, America Inc., and mailed to Chapter 100 Broadway, Fort Col., CO.

but the one reason to go to center, should sell life, Fort Tow, 6316 S. Dudley Way, for the drive.

Clip

Community Development Center offering classes in pottery, ceramics, real estate and other subjects market strategy. For more information call 758-6312.

former GEM discount store.

Photo by Dave Jennings

NOW OPEN